

**KRAUTHAMER**  
**& ASSOCIATES, INC.**

**Honolulu Authority for Rapid Transportation  
Recruitment Plan**

**November 14-November 17, 2011**

- Gregg Moser, Krauthamer & Associates (K&A), will meet individually with selected HART staff, the Board of Directors, selected members of the City Council and the Mayor of Honolulu and key stakeholders (R. Morton, J. Magaldi) to discuss the recruitment of HART's CEO.
  - This discussion will focus on the qualities and attributes of a CEO and the environment that HART exists within as well as the local cultural, social, economic, environmental/sustainability and political sensitivities that the incoming CEO must be attuned to.
  - Gregg Moser will meet with interim CEO.
- Gregg Moser will meet with HART's Board of Directors and Human Resources Committee to discuss ideas, thoughts and concerns regarding the upcoming recruitment.
  - The Recruitment Plan will be reviewed, discussed and revised as necessary.
  - The recruitment timeline will be reviewed, discussed, and amended as necessary.
  - The draft position description will be reviewed.
  - Advertising will be discussed (See attached).
  - Salary and relocation compensation to be discussed.
  - Opportunity for search confidentiality and interview process to be discussed.
- The recruitment plan, job description and advertisement were approved by the Board with minor modifications.

**November 21-November 22, 2011**

- The position description and advertisement were revised by K&A to incorporate minor changes proposed by Board.
- K&A sent to the Human Resources Committee Chair and Board chair the revised advertisement for review and approval.
- K&A obtained pricing information for advertising.

**November 23, 2011, November 28-29, 2011**

- K&A sent to Human Resources Committee Chair and Board Chair:
  - the revised draft position description and recruitment plan for review and approval.
- Advertising is submitted and will begin to appear and run for (30 or 60) days.

**December 1, 2011 - January 27, 2012**

- K&A's active recruitment of potential candidates begins.
- K&A will begin to conduct industry specific research targeting candidates with skills specific to the attributes outlined in the position description.
- K&A will identify, recruit, interview, and screen candidates for recommendation to the HART (Board or Human Resources Committee) based upon the feedback obtained during K&A's initial visit to Honolulu and feedback obtained from interviews with various stakeholders.
- K&A will communicate with the Human Resources Committee continuously regarding its progress as well as provide the committee with feedback that it is receiving from leaders in the transit industry regarding their level of interest in the position.
- K&A will provide the Human Resources Committee with data about the compensation ranges of potential candidates interested in the position.
- K&A will discuss with and obtain input from the Human Resources Committee in order to prepare a series of interview questions for in-person interviews of selected candidates by HART's Board of Directors.
- K&A to discuss with and obtain input from the Human Resources Committee a procedure for evaluating candidates in order to prepare and develop an evaluation matrix for ranking up to 12 potential candidates presented by K&A.
- K&A to work with the Human Resources Committee to develop an interview process and schedule for those candidates selected to meet in-person with the HART Board.
- On-going conferences calls with (individual Board members, Human Resources Committee or the Board of Directors) for K&A to update the Board on the progress of the search.

**February 1-February 2, 2012**

- K&A to present a list of up to 12 candidates to the HART Board for review and discussion.
- K&A and HART Board identify up to 6 candidates\*\*\* for in-person interviews.
  - \*\*\*K&A recommends revising the scope of services to identify up to 4 candidates for in-person interviews.
- Initial references conducted on those candidates selected for in-person interviews.
- K&A inform selected candidates that they have been invited for in-person interviews.
- K&A work with HART staff and candidates to plan a schedule for the interviews and coordinate logistics for the interviews.

**February 15-February 17, 2012**

- The final candidates arrive in Honolulu for in-person interviews.
- Suggestions:
  - HART's Board will conduct in-person interviews of candidates.
  - Each candidate is given a tour of Honolulu, the corridor and HART.

- Each candidate has in-formal meetings/meals with individuals/small groups of Board members (no more than 2 Board members at each meeting at a time).

**February 16, 2012**

- Board meets to review feedback from in-person interviews/meetings and select which candidate they would like to extend an offer.

**February 16-29, 2012**

- Final background check conducted and references completed for each candidate.
- Negotiation of a contract is finalized and agreed to including start date.

**March 1, 2012**

- Selected candidate and contract is voted on and approved by Board.
- Board officially announces HART's President/CEO to the public.

**To Be Determined**

- Start Date

**Honolulu Authority for Rapid Transportation (HART)**  
**Chief Executive Officer**

The Honolulu Authority for Rapid Transportation (HART), located in Honolulu, HI is searching for a highly energetic, hardworking, transparent, visionary and strategic CEO to lead the authority as it builds one of the world's premier automated fixed guideway systems estimated at \$5.2 billion. Currently, HART is in the preliminary engineering phase of the project development with advance utility relocation and property acquisition underway. The Project is scheduled to be completed by 2019. Candidates will have a successfully demonstrated track record of managing significant and complex capital projects, budgets, and operations; experience with transit oriented development; supervising large diverse workplaces, staff, contractors and consultants; and communicating a vision at the local, state and national level to successfully partner with the Federal Transit Administration and guide the authority through an FTA New Starts development process. The CEO will work closely with the Board of Directors, City and County of Honolulu, the State of Hawaii, employees, contractors, citizens, communities and other stakeholders to complete its capital program on time and on budget. Candidates should possess excellent leadership, interpersonal communication, and negotiating skills, and be a collaborator and consensus builder who can manage many activities and interests at the same time. Candidates must demonstrate an ability to be sensitive and responsive to the diverse cultural, political, environmental, social, economic interests of the Honolulu community.

Interested candidates should have a minimum of 5 years of executive leadership experience in a complex operating environment and at least 5 years of fixed guideway system experience. Strong consideration will be given to experience successfully overseeing complex public transportation capital programs. For additional information or to submit a resume, please contact Gregg Moser at Krauthamer & Associates via email: [gmoser@krauthamerinc.com](mailto:gmoser@krauthamerinc.com) by January 5, 2012. HART is an equal opportunity employer.

# KRAUTHAMER

& ASSOCIATES, INC.

## DRAFT POSITION DESCRIPTION

**POSITION TITLE:** Executive Director/CEO

**REPORTING TO:** Board of Directors

**LOCATION:** Honolulu, HI

**THE COMPANY:** Honolulu Authority for Rapid Transportation

The Honolulu Authority for Rapid Transportation (HART or the Authority) is a semi-autonomous agency of the City and County of Honolulu, Hawaii created by a voter-approved amendment to City and County charter to develop, operate, maintain and expand a fixed guideway transit system for the City and County of Honolulu. HART is currently developing and designing the Honolulu-High Capacity Transit Corridor Project (HHCTCP). This project is a 20+ mile long fully automated light rail system that will have 21 stations, a maintenance and storage facility, three park-and-ride lots and one park-and-ride structure. The HHCTCP has been broken into 4 different sections and will open in three phases between 2015 and 2019.

HART will operate a total fleet of 80 rail cars with 68 cars in operation during peak hours by 2024. Each train will consist of two railcars with a 318 person capacity.

### BOARD OF DIRECTORS:

HART is governed by a ten-member Board of Directors nine of which are voting members and one a non-voting member. The Board is responsible for setting policy for the authority as well as any other duties or functions assigned to it by ordinance. Three of the 10 members are ex-officio members whose terms are not limited in duration. Two are voting members. They are the state director of transportation and the city director of transportation services. The third ex-officio member, the director of the department of planning and permitting, is a non-voting member. The remaining seven members are appointed, three by the Mayor of Honolulu, three by the City Council and one selected by the appointed voting members in a majority vote.

Of the three members appointed by the Mayor one of the three appointees serves a five year term, one serves a four year term and one serves a three year term. The same is true for those members appointed by the City Council.

### HISTORY:

Honolulu has been planning for a mass transit line to connect Honolulu's urban transit center with the outlying areas for nearly 40 years with several attempts in the past. In 2005, funding for a rail line was approved and signed into law by the Governor of Hawaii. A month after the law passed, the Honolulu City Council authorized a one-half percent GET increase which provides funds to be set aside specifically for the construction and operation of a mass transit system.

### HHCTCP:

The first section is the West O'ahu/Farrington Highway section which extends from East Kapolei to Pearl Highlands and will consist of six stations. This section will have an elevated structure to cross the H-1 Freeway. To date the design/build contract has been awarded and limited Notices to Proceed for preliminary engineering

have been issued. Additionally the design/build contract for the maintenance and storage facility has been awarded.

The second section extends from Pearl Highlands to Aloha Stadium along Kamehameha Highway with two stations, a park-and-ride facility and a transit center planned. The Kamehameha Highway Guideway design/build contract has been awarded. This section is scheduled to open on December 2015.

The third section extends from Aloha Stadium to Middle Street Transit Center Station. There are 4 stations planned in this section. This section is scheduled to open on October 2017. The final section extends from the Middle Street Transit Center to Ala Moana Center with eight stations planned. This section is scheduled to open March 2019.

#### **SCOPE AND RESPONSIBILITIES:**

The Executive Director shall serve as HART's Chief Executive Officer (CEO) and is responsible for administering all of the affairs of HART and for running the day-to-day operations of the agency. The CEO will receive policy direction from the Board and will make recommendations to the Board on budgets, policies, plans, rules and performance measures. The CEO will plan, direct, and supervise the activities of all HART staff, contractors and consultants through a management structure. The CEO will also serve as the chief procurement officer for the agency in accordance with state law and is responsible for executing all contracts and agreements of the Authority. Additionally, the CEO will represent the Authority to state and federal bodies and to other external stakeholders, organizations and community interests. The CEO will work with the Board Chair to plan Board meeting agendas and make reports to the Board and the community regularly.

The ideal candidate will have a proven track record of successfully managing a complex and diverse organization, preferably in the public arena, that provides the highest quality of service to its customers and stakeholders. Additionally, this individual will have outstanding advocacy skills, business skills as well as strong financial management, communication, strategic planning, public relations, community relations, governmental relations, and interpersonal skills. Candidates should have experience working in diverse community's that have varying political, cultural, social, and economic atmosphere where there is a strong commitment to sustainability and the environment. Additionally, the ideal candidate will have experience working with local, state, federal employees and agency's.

Knowledge of and working experience with the Federal Transit Administration and the FTA's New Start project development process and the associated requirements for project management and grant administration and experience managing capital construction projects will be a plus. Additionally, experience successfully managing a large, complex organization with large capital intensive projects that are governed by relevant local, state and federal laws especially in today's financially strained environment will be a major asset.

The staff and Board of Directors are dedicated to working together to ensure the success of HART as it continues to design, build and prepares to operate one of the world's newest fully automated rail systems. The new CEO will be integral to the continued planning and design of HART's system as it strives to construct a high quality rail system that will serve its customers, including persons from the city and County of Honolulu, residents of the State of Hawaii, visitors and other stakeholders.

#### **Powers, Duties and Functions of the Executive Director:**

As defined in the revised Charter of the City and County of Honolulu Section 17-104, the Executive Director shall:

- a) Administer all affairs of the authority, including rules, regulations and standards adopted by the board.
- b) Have at least five years of fixed guideway system experience.
- c) Sign all necessary contracts for the authority, unless otherwise provided by this article.

- d) Recommend to the board the creation or abolishment of positions.
- e) Enforce the collection of fares, tolls, rentals, rates, charges, and other fees.
- f) Prepare payrolls and pension rolls.
- g) Maintain proper accounts in such manner as to show the true and complete financial status of the authority and the results of management and operation thereof.
- h) Prepare annual operating and capital budgets.
- i) Prepare and maintain a six-year capital program.
- j) Prescribe rules and regulations as are necessary for the organization and internal management of the authority.
- k) Recommend rules and regulations for adoption by the board.
- l) Request, and accept appropriations from the city, and request and accept grants, loans and gifts from other persons and entities.
- m) Administer programs promoting appropriate developments near transit stations, including compilation of city incentive programs.
- n) Review development projects having significant impact on the operation of the fixed guideway system.
- o) Plan, administer and coordinate programs and projects of the fixed guideway system that are proposed to be funded, wholly or partially, under federal or state law and required to be transmitted to the Oahu metropolitan planning organization.
- p) Attend all meetings of the Board unless excused.
- q) In addition to the general powers under this section, other general or specific powers may be conferred upon the executive director by ordinance, so long as the powers are consistent with the article of this Charter.

#### **SKILLS AND ABILITIES:**

The ideal candidate will have a demonstrated background and outstanding abilities as grouped in the following areas:

#### **BOARD INTERACTION**

- Develop a strong collaborative working relationship with an engaged 10-member Board of Directors; assist the Board in its policy-making duties by providing relevant information; assist the Board in short and long-term planning objectives; furnish information to include options and potential consequences; enable the Board and its Committees to make informed decisions;
- Manage the resources of the Authority consistent with the Board's policies in order to achieve efficient and effective design, development, construction and future operation and maintenance of the system in order to provide clean, courteous, timely, dependable, and cost-effective service;
- Implement Board policy via actionable management plans and provide strategic direction to senior management that will enable the effective execution of these plans; and
- Communicate regularly with the Board of Directors about internal operations, reports and external stakeholder communications and invite and encourage Board member participation in community events and senior staff meetings as appropriate.

#### **EXTERNAL RELATIONSHIPS**

- Work effectively and persuasively with elected officials, local, state and federal agencies, the U.S. House of Representatives, the U.S. Senate, U.S. DOT/FTA, Transportation Security Administration (TSA), the governments of City and County of Honolulu and State of Hawaii and the local business community, organized labor, public constituencies, NGOs, the press and other stakeholders;

- Represent and speak on behalf of the Authority to partner organizations and external stakeholders by making presentations and attending meetings, forums and events including meetings of local, state and federal governmental units;
- Interact and communicate regularly with employees, passengers, the public, elected officials, the press and passionate and committed stakeholders to provide transparency and insight into the Authority's implementation of its capital program and policies and the Authority's current and future status and to assure maximum cooperation in building best possible fixed guideway transportation system for the City and County of Honolulu;
- Communicate with local, national and international stakeholders continually to identify their transportation needs in order to advise the Board on areas for improvement and potential development;
- Maintain on-going communication with the State of Hawaii's Department of Transportation regarding the alignment of the fixed guideway system as it relates to grade crossings and capital intensive construction phases;
- Source, attract, negotiate agreements and work with business enterprises and concessionaires to increase revenue with the addition of services and amenities for customers and staff;
- Continually examine the Authority's performance as it relates to safety and operations so that the design, construction and future operation provides a safe, enjoyable and reliable service to all stakeholders;
- Work with commercial and residential real estate developers and other businesses interested in real estate development and transit oriented development to negotiate agreements that maximize ridership and generate the highest return on investment, as appropriate;
- Maintain an on-going commitment to customer service; and
- Continually examine the Authority's technology needs and capabilities, identifying opportunities for improvement and advancement to provide a high level of customer service to employees, passengers and stakeholders.

#### **INTERNAL RELATIONSHIPS**

- Provide strategic vision and guidance to ensure successful succession and employee development plans across all functions of the Authority. This includes identifying current opportunities in succession planning and providing the leadership to establish effective succession plans and employee development plans. Provide leadership, and encourage employees to take initiative and develop within the organization;
- Empower senior management and employees to lead their departments and functions effectively and efficiently; encourage senior management and employees to work together and across all functions of the organization; provide an environment where managers from each department are encouraged to work together and present directly to executive leadership;
- Coach, train, and motivate staff; manage employee relations; manage the workflow and prioritization of projects and measure the performance of the agency and direct staff and take appropriate corrective action when necessary; review the work of staff and make effective suggestions and recommendation; recommend and implement corrective actions, discipline and termination procedures as appropriate/necessary; and

## **GENERAL MANAGEMENT**

- Implement the HART business strategy adopted by its Board and in accordance with HART's mission to achieve the vision for the HHCTCP through the successful accomplishment of HART's goals;
- Manage a capital oriented organization with an emphasis on financial management, safety, security, and public awareness as to the impacts that construction will have on residents, visitors, the environment and other stakeholders;
- Have strong financial management and leadership skills and successfully manage large and complex budgets; identify areas for cost reduction and increased efficiencies and communicate those recommendations and creative solutions effectively to the Board and management, resulting in an organization that is run efficiently and cost effectively;
- Have proven leadership skills which include being:
  - A unifier and team builder,
  - A problem solver and visionary, and
  - A mentor and motivator;
- Responsibly manage the Authority's assets in order to optimize all funding sources allocated to HART;
- Advocate for sustainable development and economic growth for the region and increased revenue for local businesses and government;
- Ensure that effective cost-control measures are in place at all levels of the Authority;
- Manage multiple agendas and interests simultaneously;
- Ensure that processes, policies and practices are interpreted and applied consistently and effectively and that the Authority is accountable and compliant with all current and applicable City, state and federal and agency policies;
- Attend and/or participate in professional group meetings and maintain awareness of new trends and developments impacting the agency's business activities;
- Develop an understanding, appreciation, sensitivity and commitment to the social, economic, political and environmental needs of HART and the unique region it serves; and
- Oversee and/or develop effective marketing plans, such as plans to promote and attract ridership and increase the business of the Authority and to drive ancillary revenue opportunities.

## **PERSONAL ATTRIBUTES:**

The candidate should possess the attributes as grouped in the following areas:

### **PERSONAL QUALITIES**

- Highly professional, hardworking, mature, honest, even tempered, trusting, confident and personable individual.
- A leader with a high level of intelligence, persuasiveness, creativity, and vision.
- High energy level, with maturity, gravitas, integrity and ethics above reproach.

- Innovative, compassionate, transparent leader who is inclusive in his/her decision making process and willing to delegate responsibility when appropriate.
- Excellent interpersonal communication, presentation and writing skills.
- Professional and executive presence to stand on behalf of the organization as the leader and champion of the Authority.
- Results oriented individual with a dedication to accuracy, efficiency and on-time delivery with quality and an appropriate sense of urgency at the forefront of all decisions.
- An executive who is accountable and adaptable and who provides realistic and strategic solutions to problems and is comfortable mediating difficult situations.
- Strategic leader, open-minded communicator and critical thinker who is unwilling to let challenges prevent success, but rather looks at challenges as opportunities for success.
- Professional judgment including practical approach, appropriate risk taking and political savvy to lead the Authority through its next phase of growth.
- A team player, who is culturally sensitive to the diversity of the community and its social norms and who is committed to safety, diversity, sustainability, reliability, equity, equality, fiscal responsibility and public service.

## **INTERPERSONAL SKILLS**

- Proven ability to effectively build alliances, listen to, communicate, interact and work with the Board of Directors, senior management, employees, contractors, organized labor, business partners, the community, and customers.
- Verifiable track record of developing strong relationships with customers and increasing management and Authority interactions with customers.
- Demonstrated effectiveness at creating strong proactive partnerships between government and business by working with, listening to, communicating, educating and gaining support from elected officials at the local, state and national level to identify, negotiate and solve complex and challenging issues.
- Demonstrated track record of providing vision and leadership to employees, the community and other stakeholders within a growing organization.
- Demonstrated ability to unify teams, communities and people during complicated times.

## **INTERACTION IN MANAGEMENT SITUATIONS**

- Strong mentor and teacher who is approachable, open-minded and treats all employees with respect and dignity.
- Executive leader who embraces diversity and inclusion, has the ability to attract talent, promotes an environment of healthy debate and encourages the staff and team to challenge the norm.
- Proactive leader who listens and encourages, mentors and motivates employees and teams to think critically, strategically and creatively while developing solutions to problems that will provide vision and success for the authority.
- Effective manager who listens and encourages employees, teams and stakeholders to challenge ideas in order to develop the most effective solutions.
- Strong manager and leader with team building skills and excellent problem solving and conflict resolution skills.
- Excellent operational skills including creating tools to train and develop staff thereby increasing productivity and the Authority's performance.
- Experience challenging the status quo and the "tenured" nature of the executive team, while creating a sense of teamwork.

## **CREATIVITY**

- Creative approach to problem solving with a proven track record of implementing innovative initiatives in complex organizations similar in size, scope and operations to a capital intensive transportation authority such as HART.
- Executive with proven record of navigating, negotiating, marketing, and implementing large complex capital projects with funding from both public and private partners.
- Experience utilizing a diverse slate of financing options including public and private financing alternatives (tax revenue, bond revenue, loans, grants, etc.) and experience working with relevant financial advisors in order to obtain the necessary funding to complete a significant capital project.
- Proven ability to leverage technology to increase bottom-line results and increase efficiencies and reduce waste.

## **BUSINESS ACUMEN**

- Experience managing a large organization that is undertaking significant capital construction projects.
- Experience managing a large multi-million or multi-billion dollar complex project (construction or expansion) such as fixed guideway transit, bridges, highways/roadways, railways, terminals, etcetera, while working with local, state and national stakeholders and agencies, consultants and related vendors to ensure that phases of the HHCTCP are completed safely, on-time and within budget.
- Success managing and providing executive level guidance to a highly educated, experienced and technical workforce, thereby empowering management to implement and execute their departmental plans effectively.
- Extensive experience planning and implementing new projects and initiatives to build a more effective, sustainable and sound organization.
- Experience developing and implementing metrics used to evaluate individual and company performance, budgets, cost effectiveness, returns on investments to increase the bottom line and operational performance.
- A leader who has a strong financial orientation and who can recognize inefficiencies and areas of potential cost reduction.
- Demonstrated track record of success during varying economic and business cycles.

## **EXPERIENCE REQUIRED:**

The successful candidate will have at least 5 years executive transportation management experience in a multi-modal transportation system or other public or private entity, agency, department or authority of equivalent complexity, with at least five years of fixed guideway system experience. A Bachelor's degree is required and preference will give given to an advanced degree in a relevant discipline.